

**City of Westminster
Strategic Plan 2024-2029**

Vision Statement

Westminster is a safe, healthy, and engaged community where new ideas and sustainable innovation enhance the community's quality of life and create economic opportunities for today's residents and future generations.

Critical Success Factors and Priority Projects

Attainment of these Critical Success Factors captures the Mayor and Common Council's long-term vision for the Westminster community. Priority projects have been identified for each of the five Critical Success Factors to guide the future work of City staff so that the Mayor and Common Council's vision for the City of Westminster is realized.

Strong Partnerships and an Engaged Community

The City has important working relationships with the County government, surrounding municipalities, the State of Maryland, and the federal government to advance matters of interest for the betterment of Westminster. The City fosters communication and works well with McDaniel College, nonprofits, local institutions, businesses, and individual citizens. Westminster residents are engaged in their community, including participating in City-sponsored activities and events.

Year Two Priority Projects:

- Overhaul City website – including adding/enhancing GIS on the website

Water and Sewer Capacity for Future Generations

The City of Westminster manages its water and sewer resources in a manner that ensures the continued growth and prosperity of the community. Through thoughtful planning, the City has a defined short-term, mid-term, and long-term strategy to increase its water capacity.

Year One and Two Priority Projects:

- Oversee construction project of water reuse facility

Year Three through Five Priority Projects:

- Review drought and other water and sewer policies and messaging after the construction of the water reuse plant
- Water recovery/water reallocation study; identify ways to seize opportunities to use water with changes in use with major users

Economic Activity and Growth

Westminster is a forward-thinking, technologically savvy community in a historic and accessible setting. It is focused on expanding its economic base through thoughtful development that leads to increased economic activity.

Year One Priority Projects:

- Focus on Main Street vibrancy
- Identify tools the City can control; continue events, holiday lights, look for similar ideas
- Encourage public art and murals downtown

Year Two Priority Projects:

- Hold work sessions to develop and further define the vision for downtown
- Identify zoning changes for the Downtown District; architectural standards/design guidelines for downtown
- Obtain market analysis study of downtown

Year Three through Five Priority Projects:

- Conduct a comprehensive review of the City Code; modernize and streamline the City's Zoning Code by consolidating the number of zoning districts; look for other opportunities during this review to remove barriers to development and redevelopment in the City; and update the City's Sign Code.
- Implement Zoning Changes
- Develop a brand as the foundation of the City's marketing and economic development efforts
- Revitalize Route 27 corridor; improve key parcels
- Develop a long-term plan (15-year view) for Westminster and the Mall
- Expand fiber outside the City (without the use of City funds)

Responsible Stewardship of City Resources

Westminster is a good steward of all its resources, including its workforce and physical infrastructure, and makes appropriate investments in them. The City makes fiscally sound and sustainable decisions for the long-term health of the City, including appropriate reserve planning and well-thought-out operating and capital plans. It strives to be an environmentally sustainable community.

Year One Priority Projects:

- Focus on the completion of the largest ever capital projects program, with \$25M in grant funds, including \$18M of the ARPA funds with deadlines
- Resolve fiber debt, review annually
- Update financial software (2 year project)
- Clarify the responsibility of streets and sidewalks
- Conduct staff salary updates to be competitive and retain staff

Year Two Priority Projects:

- Update personnel policies; obtain priorities for Human Resources initiatives prioritized by the Human Resources Director and City Administrator

- Assess the feasibility of relocating the City’s Street Maintenance Facility to an alternative location, facilitating the long-term goal of revitalizing Route 27 gateway into Westminster

Year Three through Five Priority Projects:

- Implement a comprehensive performance evaluation system that integrates with the new classification system, with the goal of promoting communication between supervisors and their direct reports and enhancing employee development throughout the organization
- Review financial policies; develop a formal reserve policy for the General Fund to supplement the City's existing financial management policies; refine the existing debt management and investment policies to provide a higher level of detail and transparency to the City’s financial operations.

A Safe and Livable Community

Westminster is a community of safe and well-kept neighborhoods. Residents enjoy tree-lined streets and a thoughtfully planned walkable and bikeable network connecting the City’s neighborhoods to Westminster’s diverse cultural, recreational, and commercial venues.

Year Two Priority Projects:

- Review the City’s current rental property licensing program, evaluate whether it is achieving its goal of safe and habitable housing, and modify its provisions as warranted

Year Three through Five Priority Projects:

- Review and revise the City charter